

Human Resources Management Report Summary

Interim Report for April, 2008

End Notes	Performance Measure	State	Agency	Priority Level	Agency Comments
	PLAN & ALIGN WORKFORCE				
a	% supervisors with current performance expectations <i>for workforce management</i> Based on 148 of a total of 151 supervisors	TBD	98.1%	High	Director –level expectation of 100% completion rate for this goal. The agency Director continues to reinforce the connection between employee performance and agency goals.
	Management profile:				
	▪ Percent workforce that is coded as "Manager"	9.0%	11.4%	Low	
	▪ Percent workforce that is WMS	7.6%	10.2%	Low	DOR is below the WMS control point and continues to review its management profile and operations to identify additional opportunities to optimize organization efficiencies.
	▪ WMS control point	7.6%	10.5%	Low	
	▪ Percent WMS that is coded as:				
	○ Manager	75%	93%	Low	
	○ Consultant	16%	5%	Low	
	○ Policy	7%	2%	Low	
	○ Not assigned	2%	0	Low	
A	% employees with current position/competency descriptions Based on 1,086 of a total of 1,086 employees	TBD	100%	Low	
	HIRE WORKFORCE				
C	Average days to hire for job vacancies Based on 62 number of hires	TBD	35	Low	DOR experienced a reduction of 51.5% from the last reporting period (October 07 HRMR), with a resulting decrease from 67.9 to 35 days.
C	Candidate quality ratings:				
	○ Percent candidates interviewed who had the competencies needed to perform the job Based on 193 of a total of 251 candidates interviewed	TBD	77%	High	The HR Recruitment and Retention Unit continues to work very closely with hiring divisions to anticipate hiring needs and provide increased workforce planning activities.
	○ Percent hiring managers indicating "yes" they were able to hire the best candidate for the job Based on 42 of a total of 43 hiring managers who answered the question	TBD	98%	Medium	DOR continues to collaborate with the Department of Personnel and other state agencies to share agency best practices, provide usability testing, and provide candidate feedback for ongoing system improvements.
C	Hiring balance (% types of appointments):				
	○ Promotions	37%	41%	Low	DOR promotions are slightly higher than the statewide average. DOR continues its commitment to developing internal agency employees in support of succession management.
	○ New hires	39%	46%	Low	DOR balanced its internal promotions with a comparable distribution of candidates from external sources, providing additional diversity to its workforce.
	○ Transfers	14%	9%	Low	
	○ Exempt	8%	3%	Low	
	○ Other	2%	2%	Low	
C	Number of separations during post-hire review period	366	11	Low	DOR has reduced the number of separations during post-hire review period from 30 (October 07 HRMR) to 11.

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	DEPLOY WORKFORCE				
a	Percent employees with current performance expectations Based on 841 of a total of 901 employees	TBD	93.3%	High	Director-level expectation of 100% completion rate for this goal. The agency Director continues to reinforce the connection between employee performance and agency goals.
	Employee survey “productive workforce” ratings	3.83	4.0	Low	
c	Overtime usage:				
	○ Avg overtime hours (per capita, per month)	3.5 hrs	0.06 hrs	Low	
	○ Avg percent employees receiving overtime (per month)	18.3%	0.93%	Low	
	○ Overtime Cost (6 month total)	\$37.7 M	\$10,496	Low	
c	Sick leave usage:				
	○ Avg sick leave use (per capita, per month)	6.0 hrs	5.99 hrs	Low	
	○ Avg sick leave for just those who used it (per month)	11.5 hrs	9.79 hrs	Low	
c	Number of non-disciplinary grievances filed	285	4	Low	
c	Number of non-disciplinary appeals filed Director’s Reviews filed	61	0	Low	
	Projected accepted claims per 100 FTEs	6.98	0.8578	Low	
	DEVELOP WORKFORCE				
a	Percent employees with current individual training plans Based on 804 of a total of 901 employees	TBD	89.2%	High	Director-level expectation of 100% completion rate for this goal. The agency Director continues to reinforce the connection between employee performance and agency goals and the importance of individual training plans to employee growth.
d	Employee survey “training & development” ratings	3.71	3.9	Low	
	REINFORCE PERFORMANCE				
a	Percent employees with current performance evaluations Based on 924 of a total of 936* employees	TBD	98.7%	High	Director-level expectation of 100% completion rate for this goal. The agency Director continues to reinforce the connection between employee performance and agency goals.
d	Employee survey “performance & accountability” ratings	3.78	4.0	Low	
c	Number of formal disciplinary actions taken	78	2	Low	
c	Number of disciplinary grievances filed	105	1	Low	
c	Number of disciplinary appeals filed	6	0	Low	

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End Notes	Performance Measure	State	Agency	Priority Level	Agency Comments
	ULTIMATE OUTCOMES				
d	Employee survey "Employee Commitment" ratings	3.67	4.0	Low	
c	Turnover percentages (leaving state service)	4.5%	5%	Medium	Agency turnover is slightly higher than the statewide average. Turnover experienced in FY07 was 12.7%. DOR will continue to gather and assess data and direct resources to address areas of high turnover.
d	Employee survey rating on "Support for a diverse workforce"	3.83	4.06	Low	
b	Diversity Profile				
	o Female	53%	57%	Low	DOR has maintained representation in this area.
	o Disabled	5%	5%	Low	DOR has maintained representation in this area.
	o Vietnam Vet	6%	4%	Medium	DOR will continue to concentrate recruitment efforts in this area.
	o Disabled Vet	2%	2%	Low	DOR has maintained representation in this area.
	o People of color	18%	19%	Low	DOR has increased representation in this area by 1% from the last reporting period.
	o Persons over 40	75%	68%	Medium	DOR will continue to concentrate recruitment efforts in this area

^a Data as of 12/31/07 or agency may use more current date (if so, please note in the "Comments" section)

^b Data as of 12/31/07

^c Data from 7/1/07 through 12/31/07

^d Data as of November 2007 State Employee Survey

Plan & Align Workforce

Workforce Management Expectations

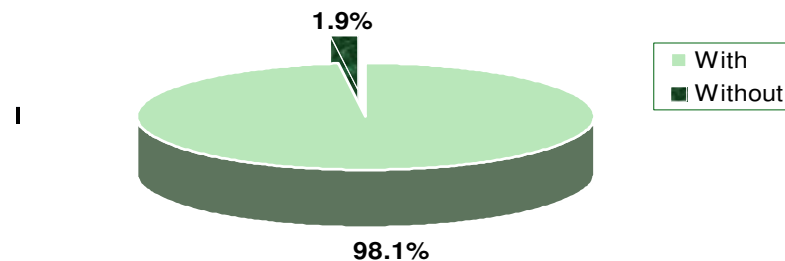
Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce Planning measure (TBD)
- Percent employees with current position/competency descriptions

Percent supervisors with current performance expectations for workforce management = 98.1%



Analysis:

- Current completion rate for this measure is 2.1% higher than data reported in the last HR Management Report.
- During this reporting period, DOR completed transition between using the old performance appraisal system and the new Performance Development Plan (PDP).

Action Steps:

- The Director and Executive Management of the agency will continue to emphasize the importance of this measure.
- DOR's Human Resources Division will continue to work with managers of supervisors missing documented performance expectations to achieve its goal of 100% completion.
- DOR will continue to reinforce the connection between employee performance and agency goals through management communications, on-line guidelines, and supervisory training.

Data for 7/1/07 through 12/31/07

Source: Agency Performance Evaluation Tracking System



Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures:

- Time-to-fill vacancies
- Candidate quality
- Hiring Balance (proportion of appointment types)
- Separation during review period

Time-to-fill Funded Vacancies

Average number of days to fill*: 35.0

Number of vacancies filled: 62

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: 07/01/2007 – 12/31/2007

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 251 Percentage = 77%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating “yes”:

Number = 42 Percentage = 98%

Hiring managers indicating “no”:

Number = 1 Percentage = 2%

Time Period: 07/01/2007 to 12/31/2007

Analysis:

The following represents E-Recruiting data only.

- Time-to-fill rates have improved, decreasing from 67.9 days to 35 days from last reporting period.
- Number of vacancies filled for this reporting period totaled 62 for quarter ending December 31, 2007.
- Candidate quality data specific to Revenue indicates 98% of hiring managers were satisfied with the candidate pool provided and were able to hire the best candidate for the job.

Action Steps:

- DOR has set up data tracking systems to monitor full cycle of recruitment activities.
- The Recruitment and Retention Unit continues to work very closely with hiring divisions to anticipate hiring needs and provide increased workforce planning activities.
- DOR continues to collaborate with the Department of Personnel and other state agencies to share agency best practices, provide usability testing, and provide candidate feedback for ongoing system improvements.

Deploy Workforce

Current Performance Expectations

Outcomes:

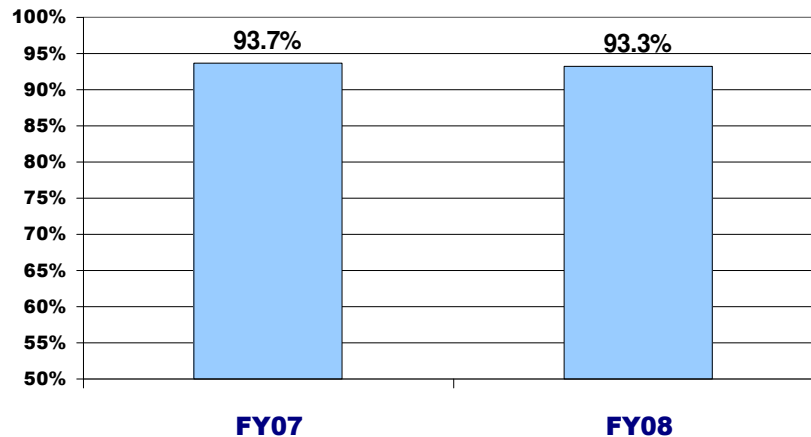
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures:

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Percent employees with current performance expectations = 93.3%*

Percent Employees with Current Performance Expectations FY07 and FY08



*Applies to employees in permanent positions, both WMS & General Service

**Represents total number of employees with performance evaluations due between 7/1/07 to 12/31/07

Data as of December 31, 2007

Source: Agency Performance Evaluation Tracking System

Analysis:

- DOR experienced a slight decrease (0.4%) in this measure from the previous reporting period.
- Turnover in supervisory positions may be contributing to the decrease in the completion rate during this reporting period.

Action Steps:

- DOR will investigate the impact of supervisory turnover on this measure.
- DOR will continue to provide consultation and training for managers and supervisors in the area of writing and using performance expectations for workforce development and management.
- DOR will continue to send out regular reminders to supervisors of evaluation due dates and the need to complete the expectations section of the PDP form.
- DOR Human Resources Division will work with divisions to implement best practices for transfer of performance management completion from departing to new supervisors.
- DOR is including information regarding performance evaluations in its New Supervisor Orientation training.
- DOR continues to work toward providing an on-line version of the New Supervisor Orientation, which will allow immediate access for new supervisors to its performance management training. This tool will also be available for current supervisors and managers for refresher training.

Reinforce Performance

Current Performance Evaluations



Outcomes:

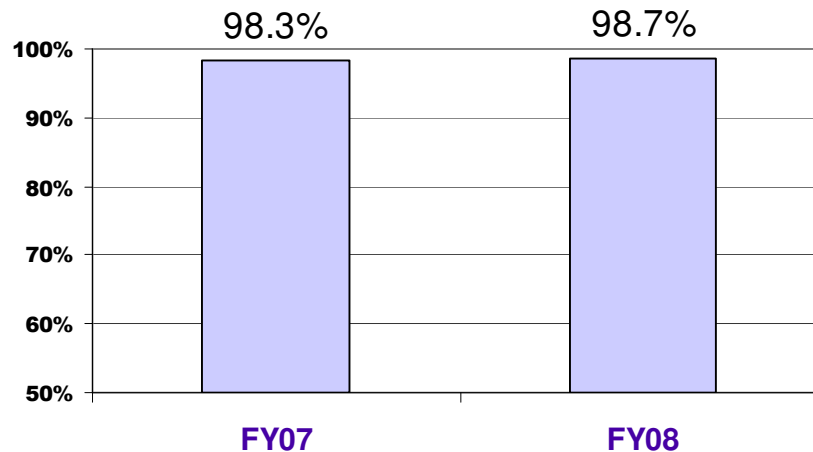
Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures:

- Percent employees with current performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 98.7%*

**Percent Employees with Current Performance Evaluations
FY07 and FY08**



*Applies to employees in permanent positions, both WMS & GS

**Represents total number of WMS and GS employees with performance evaluations due between 7/1/07 to 12/31/07.

Data as of December 31, 2007

Source: Agency Performance Evaluation Tracking System

Analysis:

- Completion rate for this measure increased from 98.3% in the last reporting cycle.
- DOR Director and Executive Management expectations resulted in increase in completion of this measure.

Action Steps:

- All divisions are taking proactive measures to ensure completion of evaluations.
- DOR will continue to provide consultation and training for managers and supervisors.
- DOR will continue to send out regular reminders to supervisors of evaluation due dates.
- DOR is including information regarding performance evaluations in its New Supervisor Orientation training.
- DOR continues to work toward providing an on-line version of the New Supervisor Orientation, which will allow immediate access for new supervisors to its performance management training. This tool will also be available for current supervisors and managers for refresher training.

Develop Workforce

Individual Development Plans

Outcomes:

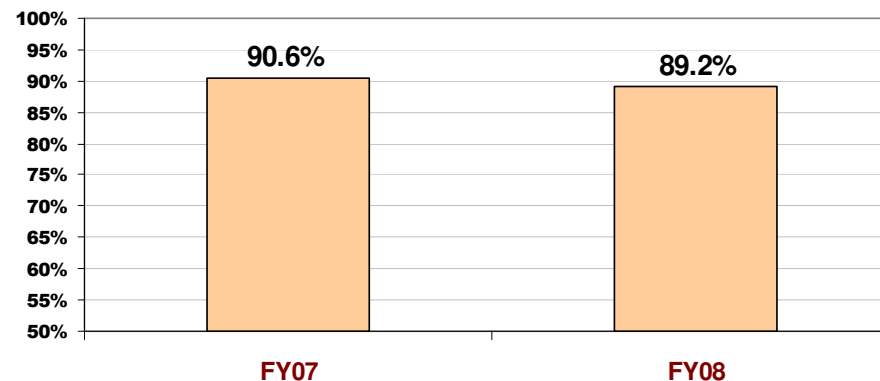
A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures:

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Percent employees with current individual development plans = 89.2%*

Percent Employees with Current Individual Development Plans FY07 and FY08



*Applies to employees in permanent positions, both WMS & GS

**Represents total number of employees with performance evaluations due between 7/1/07 to 12/31/07

Analysis:

- There was a slight decline in the rate of completion for Individual Development Plans from 90.6% in FY07 to 89.2% during this reporting period.
- Turnover in supervisory positions may be contributing to the decrease in the completion rate during this reporting period.

Action Steps:

- DOR will investigate the impact of supervisory turnover on this measure.
- DOR will continue to provide guidance and training to managers and supervisors in the production and administration of individual development plans.
- DOR Human Resources Division will work with divisions to implement best practices for transfer of performance management completion from departing to new supervisors.
- DOR is including information regarding performance evaluations in its New Supervisor Orientation training.
- DOR continues to work toward providing an on-line version of the New Supervisor Orientation, which will allow immediate access for new supervisors to its performance management training. This tool will also be available for current supervisors and managers for refresher training.

Individual Development Plans: Data as of December 31, 2007
Source: Agency Performance Evaluation Tracking System

Ultimate Outcomes

Workforce Diversity Profile

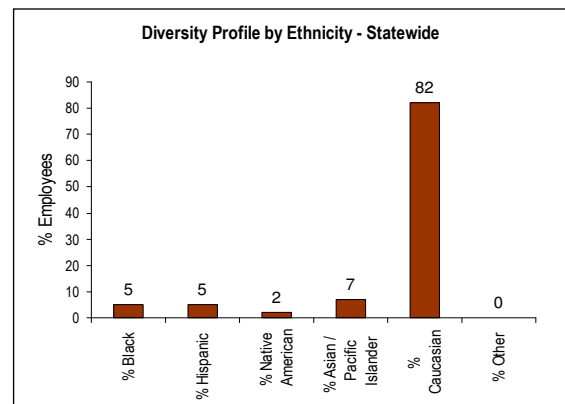
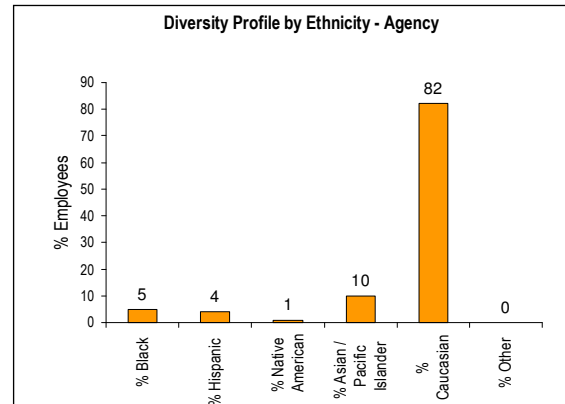
Ultimate Outcomes:

- Employees are committed to the work they do and the goals of the organization
- Successful, productive employees are retained
- The state has the workforce breadth and depth needed for present and future success

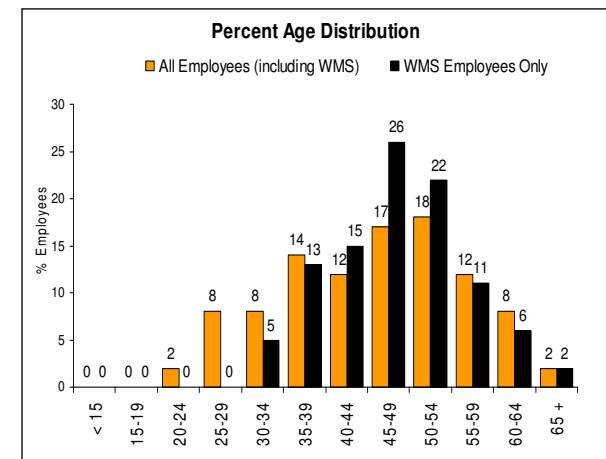
Performance Measures:

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

	Agency	State
Female	57%	53%
Disabled	5%	5%
Vietnam Vet	4%	6%
Disabled Vet	2%	2%
People of color	19%	18%
Persons over 40	68%	75%



Data as of January 23, 2008
Source: DOP Business Warehouse



Analysis:

- DOR's diversity profile continues to closely match the demographics of the state workforce.

Action Steps:

- DOR's Diversity Program Committee is developing a comprehensive program to encourage diversity, cultural competency and the long-term retention of a highly qualified, diverse workforce.
- DOR expanded its recruitment and outreach efforts targeted at the employment of veterans, disabled veterans, and persons of disability in state government.



2007 Statewide Climate Survey Department of Revenue Priorities & Action Plan April, 2008

BACKGROUND

State agencies administered the Statewide Climate Survey in spring 2006 and autumn 2007. Employees evaluated specific elements of their employment that contribute to a *Productive Workplace, Learning and Development, Performance and Accountability, and Employee Commitment*. The Department of Revenue response rate was 85% and was one of twelve agencies to yield statistically significant improvement. Upon analysis of the results, two priorities emerged, coupled with an action plan to improve management and performance. Progress will be reported in the biannual Human Resources Management Report.

PRIORITIES AND ACTION PLAN

Performance feedback and evaluation emerged as the top priorities for the Department of Revenue. This is consistent with current efforts to focus on timely submission and content quality of performance evaluations. It strengthens the alignment and association of performance measures with agency goals in the new Strategic Business Plan and is a regular topic of discussion among leadership.

Question #8 – My Supervisor gives me ongoing feedback that helps me improve my performance.

Question #10 – My performance evaluation provides me with meaningful information about my performance.

Questions 8 and 10 were prioritized for concerted effort and to measure future progress of action plans. Specific action items include:

- Ensure inclusion in the updated New Supervisor Orientation course. Incorporation will express the priority importance while offering tips and tools for effective and timely feedback.
- Provide an overall framework and collaborative approach through the Strategic Business Plan Initiative: Learning Management System. Alignment with core business reduces competition among complementary efforts. Implementation progress will be tracked through the strategic planning process.
- Secure a speaker at the 2008 Operations Team Meeting on the topic of performance evaluations. An external presenter can share promising practices and suggestions for maximizing and formalizing feedback and evaluation processes.